

Contracting Community Highlights



This issue's feature article highlights an Army test of a new concept for provision of installation municipal services. The pilot program for purchase of certain municipal services for Army installations, authorized by *Public Law No. 108-375, Section 325*, is being tested at Fort Gordon, GA, in an agreement between the installation and the city of Augusta, GA. Developed by the Army Contracting Agency-Southern Region, the pilot program's purpose, one of two in CONUS, is to evaluate the effectiveness of procuring services from local municipalities, rather than providing them with Army water treatment plants, thereby reducing overall installation management costs.

In addition to the feature article and the regular *DAR* Council Corner, we provide a number of significant news stories from our contracting organizations, including the success story for performance-based contracting and the announcement of the second class for the Senior Leadership Development Program.

We appreciate support from the field in providing material for publication, and we hope you are finding the submissions informative and interesting. For more information, contact Emily Clarke at (703) 696-1675/DSN 426-1675 or emily.clarke@hqda.army.mil.

Ms. Tina Ballard

Deputy Assistant Secretary of the Army
(Policy and Procurement)



Fort Gordon DOC Partners With Community

Ken Mason

The Army Contracting Agency-Southern Region (ACA-SR) Fort Gordon, GA, Directorate of Contracting (DOC) has entered into a contractual agreement with Augusta, GA, for water and wastewater services, under the authority of *Public Law No. 108-375, Section 325, Pilot Program for Purchase of Certain Municipal Services for Army Installations*. Under this public law, the Army will be able to close its water and wastewater treatment plants, thereby negating the requirement for expensive capital improvements and personnel costs associated with running these plants in the future. Fort Gordon was one of two installations selected by the Army for this pilot program. Water and wastewater services will be provided by Augusta using its water infrastructure.



Fort Gordon Garrison Commander COL John Holowick and Augusta Mayor Deke Copenhaver sign the MOA between Fort Gordon and the City of Augusta last September. (Photo courtesy of Tammy Moehlmar.)

The Fort Gordon DOC partnered with the city using alpha contracting procedures to reach an estimated \$18.7 million contract agreement through Sept. 30, 2010. The contract allows for 6 additional years if legislative authority is extended to 2016, which could take the contract total value to an estimated \$36.5 million. A Memorandum of Agreement (MOA) was signed by Augusta Mayor Deke Copenhaver and Fort Gordon Garrison Commander COL John Holowick at a ceremony on Sept. 28, 2006, at Fort Gordon. The ceremony was attended by DOC personnel, garrison staff, city commissioners and press representatives from the Fort Gordon and Augusta communities.



Left to right: Contract Specialist Barbara Mason, Augusta Mayor Deke Copenhaver, Contracting Officer Ken Mason and Contract Specialist Helen (Jo) Berns pose for a photo after signing the MOA partnering Fort Gordon with the City of Augusta for water and wastewater services. (Photo courtesy of Tammy Moehlmar.)

Congratulations to the Fort Gordon contracting team, Contracting Officer Ken Mason and Contract Specialists Barbara Mason and Jo Berns for contributing to this important partnership.

Ken Mason is the ACA-SR Fort Gordon DOC Contracting Officer. He can be reached at (706) 791-1810/DSN 780-1810 or joel.k.mason@us.army.mil.

ACA-SR Assists FORSCOM FLRC With Contracting Support

In the fall of 2005, the U.S. Army Contracting Agency Southern-Region (ACA-SR) Contracting Center East, worked with the U.S. Army Forces Command (FORSCOM) Logistics Readiness Center (FLRC) at Fort Stewart, GA, to acquire logistics support services. FLRC had long been supported by a nonperformance-based acquisition and was facing numerous challenges including the Army resource constraints and workload fluctuations attributable to the war effort. FLRC was also identifying the standard levels of service that it would offer its clients. To meet these challenges, Contracting Officer Daryll Nottingham and Contract Specialist Faith Shelton structured and solicited a Statement of Objectives providing competing contractors the flexibility to craft an innovative solution that met mission support requirements and also provided the flexibility and accountability to address the current environment. Contractors were required to offer their solutions and suggest incentives that would be used as part of the Performance Requirements Summary enforcement. The resulting award included a Performance Work Statement and Performance Requirements Summary that clearly identified requirements and

performance expectations and incentives to ensure adherence. Over the past year, FLRC Manager David Grass has seen marked improvement in contract performance, timeliness and quality, and has had to exercise negative incentives on just two occasions. "This is working great, we should have converted to this approach long ago," Grass remarked.

For more information, contact Daryll Nottingham at (404) 464-0453/DSN 367-0453 or daryll.nottingham@forscom.army.mil.

ASC Awards GPMSS Contracts

Steve Herman

On June 30, 2006, the U.S. Army Sustainment Command (ASC) awarded two indefinite delivery indefinite quantity (IDIQ) contracts for Global Property Management Support Services (GPMSS) with a base year and four option years to Dimension International Inc. and ManTech Telecommunications and Information Systems. These labor-hour contracts total an estimated value of \$375 million per contract over 5 years with a maximum of \$75 million per year per contract. These contracts provide worldwide property management services for the accountability and visibility of government property in theater and CONUS locations. This mission allows the government to establish accountability of theater-provided equipment totaling more than \$6 billion, clearing the battlefield of excess stock at forward unit locations. Also, they facilitate the property management and accountability of the U.S. Army Forces Command CONUS mission requirements, such as left-behind equipment while units are deployed to theater.

These property management support contracts were a result of ASC's issuance of a multiple award IDIQ best-value solicitation for GPMSS. Before this solicitation, the contracting office developed an acquisition strategy that would accommodate constantly evolving requirements and address a consolidation issue, since existing contracts were filling several mission requirements. A best-value solicitation was developed that identified the following evaluation factors:

- Past performance
- Technical/management
- Cost
- Small business utilization

Offerors were told the government would award two IDIQ contracts with two to three initial follow-on task orders and that they were required to submit proposals for both *Operations Enduring* and *Iraqi Freedom (OEF/OIF)* missions and the CONUS predeployment training equipment (PDTE) mission. Offerors were also asked to submit the PDTE proposal with and without a reports coordinator.

Discussions were opened after the initial evaluation, and because of a constantly evolving mission, a number of solicitation amendments were issued. After addressing all issues, discussions were closed and final revised proposals were submitted. Following evaluation of the offers, the Source Selection Authority Decision Document selected a single contractor to receive both the *OEF/OIF* and PDTE missions under an IDIQ contract, thus requiring the government to award a second IDIQ contract to the second best-value offeror of the *OEF/OIF* mission and a reports coordinator task order.

For more information, contact Kay Stromer, ASC Procurement Analyst, at (309) 782-3941/DSN 793-3941 or kathleen.stromer@us.army.mil.

Steve Herman is the ASC Acquisition Center's Lean Six Sigma Advocate. He can be reached at (309) 782-6091 or steve.berman@us.army.mil.

Senior Leadership Development Program Begins Second Session

Kimberly Buehler and Christine Rimstad

With nearly two-thirds of the Army's contracting workforce eligible for retirement over the next five years, leader development is critical and one of the hottest topics in human resource planning. Developing a cadre of trained and ready professionals to assume key leadership positions is an integral component of maintaining the Army's strategic readiness. To meet this need, the Deputy Assistant Secretary of the Army for Policy and Procurement (DASA(P&P)), the Office of Procurement Policy and Support, and the Contracting Career Program Office (CPPO) partnered with the Office of Personnel Management's Federal Executive Institute (FEI) to develop the Senior Leadership Development Program (SLDP). This 18-month program targets Army contracting professionals in grades GS-14/15 or NH-IV. The program has competitively selected 11 contracting

managers to participate in the second SLDP session that began Sept. 20, 2006.

The SLDP curriculum focuses on developing core leadership competencies, alternates learning between the classroom and the broader world outside and is customized to each student's professional development needs. The program also includes a unique, focused training element that examines Army acquisition and contracting issues as a complement to the leadership program.

The SLDP rests on the premise that values-based leadership is essential in a democratic society, and it draws on the latest research in leadership development. The research shows that leadership competencies are best enhanced through an ongoing cycle of assessment, challenging work assignments and learning opportunities, as well as support from mentors and coaches in the workplace. The research also demonstrates the power of mixed learning methods, such as reading, case studies, role playing, simulations and field experiences, in fostering leadership learning.

The SLDP's classroom component periodically brings students together for formal instruction and interagency learning at FEI's campus in Charlottesville, VA, and at other locations in Washington, DC. After the initial program orientation, students participate in a leadership assessment experience, a strategic leadership seminar, a focused skills seminar, individual learning classes and guest speaker seminars.

Another significant program component is that each SLDP participant will have an assigned mentor. Mentors represent Senior Executive Service members and General Officers serving within DOD. FEI conducts formal training for the mentors that establishes a common understanding about program goals, expectations and requirements.

Learning activities outside the classroom involve a mix of individual and small-group work. The on-the-job component includes a mentor, a faculty coach, developmental assignments, team projects, leadership forums, field experiences, focused reading and Web-based learning opportunities. Students work closely with their mentors and FEI's leadership



SLDP participant leadership competencies are forged through an ongoing cycle of assessment, challenging work assignments and numerous individual and group learning opportunities. (Army AL&T Magazine stock photo.)



The SLDP experience includes, among others, strategic leadership and focused skills seminars. (Army AL&T Magazine stock photo.)

coaches to develop and track progress against their specific Leadership Development Plan, which requires students to identify goals, formulate strategies to overcome challenges and recognize personal strengths and barriers to individual leadership growth.

The SLDP prepares graduates for Army senior executive positions. After completing all classroom assignments/courses and on-the-job training, each student prepares a written leadership philosophy statement that articulates his or her personal leadership philosophy. Students graduate from the SLDP with a fully developed philosophy — and toolkit — of how they will leverage their individual business acumen and communication skills to lead people, projects, programs and organizations. SLDP graduates will have demonstrated that they possess the advanced skills needed to serve in the executive-level positions for which they are expected to compete and help the contracting community achieve operational mission success.



Each SLDP participant will have an assigned mentor, someone who understands program goals, expectations and training/professional development requirements. (Army AL&T Magazine stock photo.)

The DASA(P&P) congratulates the following individuals on their selection and acceptance into the Contracting and Acquisition SLDP second session:

Elisa P. Boyer — U.S. Army Aviation and Missile Command, Redstone Arsenal, AL.

Wade C. Cole — Army Contracting Agency (ACA), Southern Region (SR), Fort Polk, LA.

Pamela A. Demeulenaere — TACOM Life Cycle Management Command (LCMC), Detroit Arsenal, MI.

Debra A. Dobbins — DASA(P&P), Arlington, VA.

Atwinette L. Goodman — ACA-SR, Fort McPherson, GA.

Kristina M. Jensen — U.S. Army Communications-Electronics LCMC Acquisition Center, Fort Monmouth, NJ.

Scott D. Kukes — ACA Headquarters, Falls Church, VA.

Cynthia R. Lee — ACA Capital District, Fort Belvoir, VA.

Pamela E. Nevels — U.S. Army Medical Research Acquisition Activity (USAMRAA), Fort Detrick, MD.

Douglas W. Packard — DASA(P&P), Iraq/Afghanistan.

Rebecca J. Tama — USAMRAA, Fort Detrick, MD.

For more information, contact Chandra Evans-Mitchell, Program Analyst, U.S. Army Acquisition Support Center (USAASC), Fort Belvoir, VA, at (703) 805-1247/DSN 655-1247 or chandra.evansmitchell@us.army.mil.

Kimberly Buehler is the Civilian Recruitment Programs Manager in the CCPO, USAASC. She holds a B.A. in history/secondary education from Trenton State College and an M.A. in art history from Temple University. She is Level III certified in contracting and Level I certified in program management.

Christine Rimestad is the Competitive Professional Development Program Manager in the CCPO, USAASC. She holds a B.S. in business administration from the University of Maryland and is Level III certified in contracting, Level II certified in program management and Level 1 certified in life cycle logistics.

ASC Launches Lean Six Sigma Black Belt Training

Steve Herman

The U.S. Army Sustainment Command (ASC) Acquisition Center (AC) has created a new office to support Lean Six Sigma (LSS). The George Group is providing LSS training and Master Black Belt mentoring under an ASC service contract awarded competitively on a best-value basis. Several AC personnel are participating in the training, including Dawn Sherwin who is midway through her Green Belt training. She has plans for a project to improve the internal processing of incentive and honorary awards. Steve Herman, who leads the office, has successfully completed four weeks of LSS Black Belt training and is directing a project to improve the ammunition resupply requisition process.



LSS training project team members: (left to right) Gene Harrison, Kathie Allen, Tina M. Grove and Jan Klindt. (ASC photo by Barbara Efflandt.)

Tina M. Grove and Gene Harrison have completed their Green Belt training and are leading a project to improve the internal processing of contracting officer warrant requests. While still in the early stages of their project, Harrison and Grove report that they are already seeing improvements. They are moving along in an “analyze tollgate” mode and expect to exceed their goal of reducing warrant request internal processing time from more than 20 business days to less than 10 business days. The ASC AC management fully supports the process improvement culture and is looking forward to significant savings.

For more program information, contact Kay Stromer, ASC Procurement Analyst, at (309) 782-3941/DSN 793-3941 or kathleen.stromer@us.army.mil.

Steve Herman is the ASC AC LSS Advocate. He can be reached at (309) 782-6091/DSN 793-6091 or steve.herman@us.army.mil.

RDECOM Employee Wins GSA Acquisition Award

Barbara A. Gerace, U.S. Army Research, Development and Engineering Command (RDECOM) Acquisition Center Contracting Specialist, has won the General Services Administration's (GSA's) 2006 Ida Ustad Award for Excellence in Acquisition.

In June 2004, Gerace led a team of contracting and technical experts in awarding a contract for improvised explosive device countermeasure system (IEDCM) production. Because of the urgency associated with fielding these units, delivery was a heavily weighted factor for award and quantity. Two months later, after onsite capability and manufacture reviews, Gerace awarded three firm-fixed price, indefinite delivery indefinite quantity contracts. This reduction in procurement lead time directly cut the time it took to provide critically needed IEDCM units to deployed Soldiers waging the global war on terrorism. Gerace's dedication and professionalism reflects her continued commitment to Soldiers' needs.



GSA Deputy Administrator David L. Bibb presents Barbara A. Gerace, RDECOM Contract Specialist, with the Ida Ustad Award for Excellence in Acquisition. (GSA photo by Michele Truman, Office of Citizen Services and Communications, Creative Services Team.)

The award was presented to Gerace by GSA Deputy Administrator David L. Bibb, during the Chief Acquisition Officers Council on Oct. 5, 2006. The award honors Ida Mae Ustad, GSA's former Deputy Associate Administrator for Acquisition Policy in the Office of Government-wide Policy, who died in 1999. Ustad earned a well-deserved reputation throughout the federal government and with private industry for providing expert acquisition and procurement advice.

Fort McPherson Industry Day

On June 15, 2006, the Army Contracting Agency, Southern Region Contracting Center (SRCC)-East, under the guidance of Contracting Officer Heven Ford, hosted an Industry Day at Fort McPherson, GA, to provide commercial contractors with the latest information on the upcoming Base Realignment and Closure (BRAC) Augmentation and Implementation Support Services (BAISS) contract. The SRCC plans to award multiple indefinite delivery indefinite quantity contracts in FY07 to service disabled veteran-owned small businesses (SDVOSB). Of the 189 vendors attending, 130 were SDVOSBs hoping to become prime contractors, and other small and large business vendors expecting to become SDVOSB team members. SRCC-East Contract Specialists Melisa Barbee, Ronnell Booker and David Carter provided presentations, including an explanation of the requirements from the perspectives of a major Army command customer (U.S. Army Forces Command) and an installation customer (Installation Management Command Southeast Region Office), initial acquisition strategy, the proposed Statement of Objectives and draft sections H, L and M of the solicitation. Services acquired under BAISS will support BRAC guidance and provide staffing to “fill the gaps” while government employees and Soldiers transition to new locations.

For more information, contact Heven Ford at (404) 464-2736/DSN 367-2736 or fordh@forscom.army.mil.

DAR Council Corner

Barbara Binney

Defense Federal Acquisition Regulation Supplement (DFARS) Procedures, Guidance and Information (PGI)

Learn more about *DFARS* by checking out the Defense Acquisition University continuous learning module *DFARS* PGI Course 113. The PGI, a companion resource to the *DFARS*, is a Web-based tool to simply and rapidly access guidance and information relevant to *Federal Acquisition Regulation (FAR)* and *DFARS* topics. The PGI is the result of the *DFARS*

Transformation chartered by the Under Secretary of Defense for Acquisition, Technology and Logistics. It contains mandatory and nonmandatory internal DOD procedures, guidance and supplemental information. This brief module presents basic information on *DFARS* PGI and takes about an hour to complete. Upon successful completion you will earn one continuous learning point. To take the course, go to <https://learn.dau.mil/html/clc/Clc.jsp>.

Emergency Acquisitions — *FAR* Case 2005-038

Revising *FAR Part 18*, this interim rule provides a single reference to acquisition flexibilities that may be used to facilitate and expedite the government's acquisition of supplies and services during emergencies. *FAR Part 18* makes no change to existing contracting policy.

Local Community Recovery Act of 2006 — FAR Case 2006-014

This interim rule adds a local area set-aside, defined by the contracting officer, to the *FAR* for debris clearance, supply distribution, reconstruction and other major disasters or emergencies. The rule implements the *Local Community Recovery Act of 2006*, strengthening the government in promoting local economic recovery. The local area set-aside does not replace small business set-asides, both can be used simultaneously. The rule imposes subcontracting restrictions when a local area set-aside is used, and competition justification is not required.

Limitations on Tiered Evaluation of Offers — DFARS Case 2006-D009

This interim rule amends the *DFARS* to implement *Section 816* of the *National Defense Authorization Act (NDAA) for FY06*. It requires DOD to prescribe guidance on the use of tiered evaluation of offers for contracts and task or delivery orders under contracts.

Prohibition on Acquisition From Communist Chinese Military Companies — DFARS Case 2006-D007

This interim rule amends the *DFARS* to implement *Section 1211* of the *NDAA for FY06*. It prohibits DOD from acquiring U.S. munitions list items from communist Chinese military companies.

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Barbara Binney works for the Office of the Deputy Assistant Secretary of the Army (Policy and Procurement) and is a DAR Council member.